

Message Text

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E.O. 11652: N/A

TAGS: PO

SUBJ/ US GOALS AND OBJECTIVES IN PORTUGAL:
A NOTE ON METHODOLOGY

REF: (A) STATE 295592; (B) STATE 296053 (C) STATE 291277

1. ALTHOUGH WE HAVE SOME SPECIFIC REVISIONS TO SUGGEST, WHICH WILL BE DISCUSSED SEPARATELY, THE OVERALL STATEMENT OF US FOREIGN POLICY GOALS AND OBJECTIVES IN PORTUGAL CONTAINED IN REF (A) MAKES GOOD SENSE. THE STATEMENT, HOWEVER, RAISES A CONCEPTUAL PROBLEM WHICH RELATES TO THE PREPARATION OF THE ASSESSMENT REQUESTED BY FEB 15.

2. THE NUB OF THE PROBLEM IS WHAT LOOKS TO US LIKE A CONFUSION BETWEEN ENDS AND MEANS. THE PROPOSED STATEMENT SETS FORTH FOUR BROAD GOALS/OBJECTIVES PLUS A SERIES OF COURSES OF ACTION DESIGNED TO PROMOTE THE ACHIEVEMENT OF THESE ENDS. SO FAR NO PROBLEM. THE DIFFICULTY ARISES IN ATTEMPTING TO USE THE GOALS AND OBJECTIVES STATEMENT AS THE BASIS FOR PREPARING THE POLICY ASSESSMENT, AS REQUESTED IN REF (B).

-- IS IT REASONABLE, FOR EXAMPLE, TO CALL FOR AN OVERVIEW STATEMENT OF THE "APPROACHES THE MISSION IS TAKING TOWARD ACHIEVING THE AMBASSADOR'S GOALS AND OBJECTIVES," WHEN THE COURSE OF ACTION INCLUDED IN THE GOALS AND OBJECTIVES STATEMENT CONSTITUTE AN A PRIORI
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STATEMENT OF THOSE APPROACHES. WE THINK NOT.

-- SINCE BOTH MEANS AND ENDS ARE INCLUDED IN THE GOALS AND OBJECTIVES STATEMENT, DO WE FOCUS ON BOTH IN OUR EVALUATION OF PROGRESS. AGAIN WE THINK NOT.

3. GIVEN THE FLEXIBILITY OF THE GUIDELINES FOR PREPARING THE ASSESSMENT WE ANTICIPATE NO REAL PROBLEMS. BUT WE

THINK THOSE RESPONSIBLE FOR THE DESIGN OF THE OVERALL
ASSESSMENT PROGRESS SHOULD TAKE ANOTHER LOOK AT MEANS-END
RELATIONSHIPS, ESPECIALLY IN DEFINING GOALS AND OBJECTIVES
AND EVALUATING PROGRESS TOWARD THEIR ACHIEVEMENT.
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Disposition Event:
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